Human Resource Management for Operations Project Managers

Operations Manager PROSPECT Course
1-5 August 2005

Conflict Resolution

◆ Conflict is neither good nor bad, it's how you handle it that makes the difference

◆ It gets no better with age

◆ If your natural style is to avoid conflict, you're in trouble

Components of an Effective Counseling Session

◆ Why do we discuss counseling after conflict?
◆ Preparation (the most important)
◆ Opening
◆ Documentation
◆ Staying Focused on the Issues
◆ Getting Commitment for Improvement
◆ Review
◆ Follow-up Plan

Performance Evaluation

◆ Communications is a must
◆ Consistency is imperative
◆ Success-based (not failure-based)
◆ Timeliness and Compliance w/ Regs
◆ Performance and Values
◆ **Be prepared for NSPS**

Performance Evaluation

- **TAPES is success based (not failure based like GPAS)**
- **Process steps**
- **Use the standards on page 2 of form**
- **Communication between rater and ratee is key**
- **Collaborate on goals and objectives**
- **Follow rules and timeframes to avoid grievances**
- **How to address failure**
- **Consistency across your organization is important**

Success Based?

- **GPAS was failure-based – after a certain number of errors, the standard was failed**
- **TAPES is success-based – success is outlined in standards on the back of the form**
- **Performance over and above these standards is termed excellence**
- **Success in all is level 3, excellence in 50%+ is level 2, excellence in 75%+ is level 1**
- **Ratee feedback used in determining success and excellence**

Process Steps

• Ask ratee to draft goals and objectives

• Rater and ratee collaborate on final goals/objectives in first 30 days of period

• Discussion of standards on form (what does success and excellence look like)

• Mid-year discussion to assess progress/make mid-course corrections

• Other discussions as needed throughout year

• Ratee provides feedback near end of rating period

• Complete rating w/in 45 days of period end

Standards

Written to describe success (not excellence)

Senior system	Base system
•Technical competence	•Technical competence
•Innovation/initiative	•Adaptability/initiative
•Responsibility/accountability	•Working relationships/communication
•Working relationships	•Responsibility/dependability
•Communication	•Supervision/leadership
•Organizational management & leadership	•EEO/Affirmative Action
•EEO/Affirmative Action	

Communication

• Assure at least mandated meetings (initial, mid-year, and final), preferably more

• Don't wait when performance is sub-standard

• Develop appropriate documentation

• Use formal counseling sessions and schedule follow-up

• Face-to-face preferred but other methods acceptable in certain situations

Goals and Objectives

• Don't write as standards

• Organize into logical groups

• Collaboration of rater and ratee

Follow the Rules

- More critical if you anticipate conflict or grievance

- Time frames are crucial

- Beware of changes brought on by developmental assignments, new supervisors, promotions, etc.

Addressing Problems

- Address any needs for improvement or failures immediately

- Documentation important

- Informal PIPs can be used

- Formal PIPs

- Provide help

    - Coaching, counseling, training, etc.

- Timeframes for improvement

- Failed PIPs

Consistency

- We must be accurate as well as consistent
- Can no longer "carry" poor performers
- Raters must be consistent
- Organizational consistency comes from senior raters
- Helps when people compete with others for a job
- Absolutely necessary under NSPS

Awards

- Awards are Earned not Given
- Must be provided as close to the act that earned it as possible
- Remember the T.R.U.E principle
- Two Categories – Cash and Honorary
- Lots of sources-
  - Corps (district, division, HQ)
  - Army/Defense
  - Other Federal (FEA)
  - Non-Federal
  - Others

Discipline

◆ Just like awards, Discipline is Earned not Given
◆ Just like awards, it must be effected ASAP after it's earned (DON'T WAIT)
◆ Conduct vs. Performance
◆ Progressive in nature
◆ Call for advice from the experts **early**
  - CPAC
  - OC

Position Management vs. Classification

◆ Don't get the two confused
◆ What is position management?
◆ It is the OPM's responsibility
◆ Takes a lot of work and not easy
◆ What is classification?
◆ Do you need classification authority?
◆ Tools discussion
◆ NSPS pay banding impacts

Questions